

Office of the
Premier

2013/14
Annual Service Plan Report



For more information on how to contact the
Office of the Premier
see Contact Information on Page 18 or contact:

Office of the Premier
PO BOX 9041
STN PROV GOVT
VICTORIA BC
V8W 9E1

or visit our website at
[*www.gov.bc.ca/premier*](http://www.gov.bc.ca/premier)

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Message from the Premier and Accountability Statement



It is my pleasure to present the *2013/14 Annual Service Plan Report* for the Office of the Premier.

Most of the world is still just beginning to recover from the biggest economic slowdown since the Great Depression. In British Columbia, we've managed to avoid the worst effects – but...

That starts with our commitment to making the tough decisions necessary to control spending and eliminate the deficit – and in February, we introduced our second consecutive balanced budget, with growing surpluses forecast over the next three years.

That's also why we started a core review of all ministries – to ensure tax dollars are invested wisely, and to eliminate waste. Balancing the budget means making a lot of difficult and sometimes unpopular choices, but it's crucial. It's the foundation of everything we're able to accomplish as a government. It helps us maintain our triple-A credit rating, which keeps the cost of borrowing low, and makes for a more attractive place to invest and create jobs.

A central part of the *BC Jobs Plan* to grow the economy and create more jobs is bringing home the generational opportunity of LNG. While natural gas isn't a new industry in our province, the opportunity to provide the growing economies of Asia with a clean, safe, reliable supply of energy has the potential to create 100,000 new jobs.

My focus has been on doing everything we can to move without needless delay. In the past year, I led two international trade missions, adopted recommendations from the LNG Working Group, and led a delegation to Ottawa to reach agreement on the Canada Job Grant program and to work together to strengthen the resource economy.

As we work to bring the opportunity home, we're also laying the groundwork to ensure it benefits British Columbians across the province. To make sure British Columbians are first in line for the jobs that will come, we introduced the 10-year Skills for Jobs Blueprint, along with a \$3 billion investment in skills training. To help businesses connect with the multinationals proposing projects, your government launched a series of LNG Buy-BC boot camps.

Your government is also focused on opening and expanding international trade relationships, particularly across the Pacific. Aside from our ongoing trade missions and permanent trade representative in Beijing, last year B.C. became the first foreign government to issue bonds in the Chinese Renminbi market.

We live in a period of rapid change, and it's incumbent on government to adapt. That's why we've taken steps to modernize century-old legislation to protect our watershed, to change liquor laws to give our wineries and breweries more opportunities to thrive, and to better reflect the way British Columbians actually live.

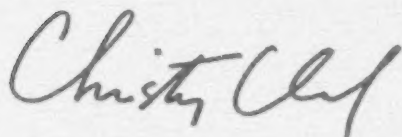
Office of the Premier

We also believe in facing up to - and learning from - the mistakes of the past. We joined with members of the community and the opposition to officially apologize for historical wrongs committed against Chinese Canadians, and commemorate the 100th anniversary of the Komagata Maru incident.

We'll continue to reach out to communities, labour organizations, other governments, and First Nations – because we all share the same goals. More opportunities, both today and for generations to come. Protecting our environment. Safe, prosperous communities.

A strong economy. A secure tomorrow.

In accordance with the *Budget Transparency and Accountability Act*, the *Office of the Premier 2013/14 Annual Service Plan Report* compares the actual results to the expected results identified in the June 2013 revised *Office of the Premier's 2013/14 - 2015/16 Service Plan*. I am accountable for those results as reported.

A handwritten signature in black ink, reading "Christy Clark". The signature is fluid and cursive, with the first name "Christy" and the last name "Clark" clearly distinguishable.

Honourable Christy Clark
Premier

June 19, 2014

Table of Contents

Message from the Premier and Accountability Statement.....	3
Highlights of the Year	6
Purpose of the Office of the Premier.....	8
Strategic Context.....	9
Performance Results Summary Table.....	10
Goals, Objectives, Strategies and Performance Results.....	11
Report on Resources: Summary Table.....	17
Annual Service Plan Report Appendices.....	18
Appendix A: Contact Information	18
Appendix B: Hyperlinks to Additional Information.....	18

Highlights of the Year

Over the past year, your government has kept its promise to focus on growing B.C.'s economy to ensure that British Columbians have family supporting jobs to count on.

Key highlights from the past year:

- Passed second consecutive balanced budget.
- Province's triple-A credit rating re-affirmed.
- Progress on bringing home the opportunity of LNG, including:
 - Introducing a competitive tax framework.
 - Reaching a deal with Petronas and Woodfibre LNG to sign Final Project Development Agreements by November 30.
 - Establishing LNG Buy-BC boot camps around the province.
- Introduced the 10-year Skills for Jobs Blueprint.
- Reformed B.C.'s antiquated liquor laws.

Your government has maintained a relentless focus on **protecting and creating jobs** across British Columbia. Some of the highlights include:

- Reaching agreement with Ottawa on the Canada Job Grant, as well as an agreement to strengthen resource economy.
- Adopting 15 recommendations from LNG Working Group which included private sector labour leaders, LNG proponents and the Haisla First Nation
- Allocating about \$3 billion towards skills training for high-demand professions, so British Columbians are ready for the opportunities that await.
- Becoming the first foreign government to issue bonds into the Chinese Renminbi market.
- Leading the charge to negotiate an end to the Port Metro Vancouver strike.
- Leading fourth and fifth international trade missions to Asia.

British Columbians expect their government to keep its promise to **control spending and help make life more affordable for families**. Here's how your government is making that happen:

- Starting the Core Review to ensure tax dollars are invested efficiently and wisely, saving \$24 million in annual savings so far.
- Reaching agreements with 40 per cent of unionized workers under the Economic Stability Mandate.
- Passing legislation to give Lower Mainland residents a say on local transportation decisions through a referendum.
- Implementing service adjustments at BC Ferries to better align ferry service levels with demand.

Office of the Premier

- Developing a 10 Year Plan for BC Hydro to keep electricity rates as low as possible while investing in infrastructure.

Supporting **strong, healthy, safe and thriving communities** is a key priority for your government. Over the past year your government has accomplished a number of important achievements:

- Signing revenue sharing agreements with the Metlakatla and Lax Kw'alaams First Nations from revenue on land at Grassy Point that facilitates the development of LNG export facilities.
- Introducing changes to strengthen and modernize the Agricultural Land Commission to support farmers and help them grow their business.
- Investing \$2.54 billion in additional funding over the next three years in B.C.'s health budget.
- Adding \$3.4 billion more in transportation and infrastructure over the next 3 years.
- Supporting school districts with \$4.725 billion this year.
- Investing \$1 million invested into Aerospace Industries Association of Canada's Pacific Division
- Modernizing local elections with a focus on fairness and support for greater transparency and accountability.
- Supporting key cultural organizations and events with almost \$13 million in BC Arts Council grants.
- Replacing century old legislation to better protect B.C.'s watershed.
- Issuing formal apology for historical wrongs against Chinese Canadians.

Purpose of the Office of the Premier

The Premier serves as the President of the Executive Council (Cabinet) of the Government of British Columbia. The Premier is regularly advised by the Deputy Minister to the Premier and Cabinet Secretary on the range of activities undertaken to facilitate cross-agency coordination of policy advice and implementation. These activities include: regular meetings of deputy ministers to share information about policy directions; meetings with crown agency executives; and interdepartmental coordination of a wide range of policy priorities.

The Office assists the Premier in overseeing and leading the government as a whole. In addition, it supports the Cabinet decision-making process. As a central agency, the Office of the Premier has a clear role to play in promoting effective policy coordination across the public service. It instills trust in the quality of the advice and support for Cabinet on the proper conduct of government business within accepted conventions and practices.

There continues to be growing emphasis on enhanced coordination across a range of government departments. The use of effective planning supports improved efficiencies through joint inter-agency cooperation.

The Office:

- Articulates government's goals, commitments and priorities, and works with ministries and Crown agencies to ensure communication of those goals, commitments and priorities and to track and monitor their implementation;
- Leads the public service and, with the Deputy Ministers' Council, leads implementation of the corporate human resource plan for the B.C. Public Service, *Being the Best* and *Citizens @ the Centre: B.C. Government 2.0*;
- Provides support for the operations and decision-making processes of Cabinet and its committees; and
- Works directly with the federal government and with all ministries and Crown agencies to ensure that relations with the federal, provincial, territorial and international governments advance British Columbia's interests.

Strategic Context

The Government's Strategic Plan outlines government's efforts to achieve the vision of a prosperous and just province whose citizens are happy, healthy and have confidence in the future. A key component to the success of the province hinges on our ability to be innovative and forward-looking, and to plan and implement for the future. The Office of the Premier leads and supports ministries and Crown agencies in implementing government's agenda.

It is important that services to citizens are provided in an integrated, timely and seamless manner. This is done through collaboration across government ministries and agencies. Government has Cabinet committees on Families First, Jobs and Skills Training, Open Government and Engagement, and Environment and Land Use to further support efficient service delivery.

British Columbia's real GDP increased by 2.0 per cent in 2013 (according to preliminary GDP by industry data from Statistics Canada), following growth of 1.5 per cent in 2012. Annual gains were observed in consumer spending and manufacturing shipments and exports, while modest declines occurred in employment and housing starts. Several risks to British Columbia's economy remain, including slowing domestic activity, weakness in the U.S. economic recovery, the ongoing sovereign debt situation in Europe, slowing Asian demand and exchange rate volatility.

The B.C. Public Service is made up of approximately 27,000 professionals dedicated to supporting the people and communities of our province every day. As we move ahead through this period of economic uncertainty, the focus is to optimize investments in existing human resources while working on the longer term objective of ensuring the necessary supply of skilled staff for the future. Maintaining a high quality of service will require development of strategies to ensure an engaged workforce is able to meet the challenges of new technologies, increasing diversity, a growing population, and the changing expectations British Columbians have of public services.

Working with the federal government is essential for many of the key initiatives on jobs and families that are a priority for British Columbians. The Province will maintain its constructive relationship with the federal government to ensure our voice is heard on those issues that matter the most to British Columbians.

Performance Results Summary Table

Goal 1: Government's priorities are implemented	2013/14 Target	2013/14 Actual
1.1 Ministries and Crown Agency activities are integrated and aligned with government's priorities Performance agreements in place for Deputy Ministers and Associate Deputy Ministers	100%	100% ACHIEVED
Goal 2: The public service is well positioned to deliver government programs for British Columbians	2013/14 Target	2013/14 Actual
2.1 B.C. Public Service Corporate Human Resource Plan <i>Being the Best</i> goals are realized B.C. Public Service is recognized as a top employer in British Columbia	YES	YES ACHIEVED
Goal 3: Cabinet and Cabinet committees are able to make timely and well-informed decisions	2013/14 Target	2013/14 Actual
3.1 Cabinet and its committees are supported with timely and effective advice Cabinet receives timely advice on all key public policy recommendations and plans	100%	100% ACHIEVED
Goal 4: Government is successful in achieving its intergovernmental relations objectives	2013/14 Target	2013/14 Actual
4.1 British Columbia's priorities are advanced through leadership in intergovernmental, bilateral and multilateral partnerships and international relations Progress on key issues in Intergovernmental Relations Plan	PROGRESS ON KEY ISSUES	PROGRESS ON KEY ISSUES ACHIEVED

Goals, Objectives, Strategies and Performance Results

Goal 1: Government's priorities are implemented

Objective 1.1: Ministries and Crown Agency activities are integrated and aligned with government's priorities.

Strategies

- Lead and support the Executive Council in the successful development and implementation of the Government Strategic Plan.
- Clearly articulate priorities of government in the Strategic Plan and assist all ministries to develop strategies to achieve the goals and priorities established in the Strategic Plan.
- Administer government's accountability framework by supporting ministries and Crown agencies in developing service plans and annual service plan reports to ensure they advance Government's Strategic Plan.
- Guide the successful delivery of ministry and Crown agency mandates by providing direction and resolving issues requiring senior government input.
- Address priority issues on behalf of Executive Council and manage issues that arise in the delivery of programs and services.

Performance Measure 1: Performance agreements in place for Deputy Ministers and Associate Deputy Ministers

Performance Measure	2011/12 Actual	2012/13 Actual	2013/14 Target	2013/14 Actual
Performance agreements in place for Deputy Ministers and Associate Deputy Ministers	100%	100%	100%	100% ACHIEVED

Data Source: BC Public Service Agency

Discussion of Results

Within government's accountability framework there are strategies in place for all government staff, from front line workers to Deputy Ministers. Every employee has an Employee Performance Development Plan and, similarly, Ministers and Ministers of State include accountability letters at the beginning of their service plans. The Office of the Premier is administratively responsible for the performance targets that are in place for Deputy Ministers.

There are multiple interlinking layers to government's accountability framework. The Government Strategic Plan sets out the overall priorities and goals that illustrate the Province's vision for the future. Ministry service plans have goals, objectives, strategies and performance measures with targets to accomplish those goals for the upcoming three-year period. These plans are tabled in the legislature with the budget in February of each year. In June, government, ministries and Crown agencies report on their previous year's achievements through their service plan annual reports.

Goal 2: The public service is well positioned to deliver government programs for British Columbians

Objective 2.1: B.C. Public Service Corporate Human Resource Plan-*Being the Best* goals are realized

Strategies

- Continue to develop *Being the Best*, the Corporate Human Resource Plan for the B.C. Public Service.
- Build new strategies and update the plan annually based on feedback and results.

Performance Measure 2: BC Public Service is recognized as a top employer

Performance Measure	2011/12 Actual	2012/13 Actual	2013/14 Target	2013/14 Actual
B.C. Public Service is recognized as a top employer in British Columbia	YES	YES	YES	YES ACHIEVED

Data Source: B.C. Public Service Agency

Discussion of Results

In 2006, the Corporate Human Resource Plan, *Being the Best*, was developed by the Deputy Ministers' Council, led by the Deputy Minister to the Premier. The Council is committed to maintaining the status of the B.C. Government as a top employer through annual updates to and continued implementation of the plan with the involvement of the B.C. Public Service.

Recent recognitions for the B.C. Public Service include: Canada's Top 100 Employers for 2014, B.C.'s Top Employers for 2014, Canada's Top 25 Family Friendly Employers for 2014 and Canada's Greenest Employers for 2014.

Goal 3: Cabinet and Cabinet committees are able to make timely and well-informed decisions

Objective 3.1: Cabinet and its committees are supported with timely and effective advice

Strategies

- Support Cabinet and its Committees by ensuring they have appropriate advice on key policy, program and legislative initiatives, which align with government priorities, including an ability to measure the success of the initiatives.
- Effectively provide necessary and the appropriate logistical support for the operations and decision-making process of Cabinet and its Committees.
- Continue to use technologies and tools to improve efficiencies in the logistical support of Cabinet and its committees.

Performance Measure 3: Cabinet receives timely advice on all key policy recommendations and plans

Performance Measure	2011/12 Actual	2012/13 Actual	2013/14 Target	2013/14 Actual
Cabinet receives timely advice on all key public policy recommendations and plans	100%	100%	100%	100% ACHIEVED

Data Source: Cabinet Operations

Discussion of Results

All major policies, programs and initiatives are reviewed by Cabinet or a Cabinet committee to ensure alignment with government strategic priorities. There are currently eight Cabinet committees and Cabinet working groups, each making recommendations to Cabinet on specific programs and initiatives within their respective mandates. For example, the Environment and Land Use Committee reviews issues affecting the province's land base and ensures that both economic and environmental considerations are balanced.

Cabinet committees and ministries provide prompt and effective advice enabling timely and well-informed Cabinet decisions benefitting British Columbians.

Goal 4: Government is successful in achieving its intergovernmental relations objectives

Objective 4.1: British Columbia's priorities are advanced through leadership in intergovernmental, bilateral and multilateral partnerships and international relations

Strategies

- Engage the federal government in achieving B.C. priorities.
- Strengthen partnerships with other provinces through bilateral and multilateral cooperation on shared priorities discussed at the Council of the Federation and other Premiers' meetings.
- Positively influence the policies and programs of other governments that affect the interests of British Columbia through enhanced economic, cultural and diplomatic ties and programs.
- Establish regional leadership and shared economic and environmental priorities, such as action on jobs and border management, through joint Cabinet meetings with the State of Washington, the Pacific Coast Collaborative, and British Columbia's participation in the Pacific North West Economic Region (PNWER).

Performance Measure 4: Progress on Intergovernmental Relations key issues

Performance Measure	2011/12 Actual	2012/13 Actual	2013/14 Target	2013/14 Actual
Progress on key issues in Intergovernmental Relations Plan	PROGRESS ON KEY ISSUES	PROGRESS ON KEY ISSUES	PROGRESS ON KEY ISSUES	PROGRESS ON KEY ISSUES ACHIEVED

Data Source: Intergovernmental Relations Secretariat

Discussion of Results

Each year, the Intergovernmental Relations Secretariat (IGRS) updates its plan with multi-year key objectives and major projects. During 2013/14, IGRS has advanced B.C.'s intergovernmental priorities by working in its own capacity and across government to facilitate and build effective government-to-government partnerships with the federal government, other provinces and territories, the United States federal government and regional U.S. states, and other international partners, particularly in the Asia Pacific region.

Results for 2013/14 include:

- **Trade and Investment Missions:** In November 2013, IGRS supported the Premier's Jobs and Trade Mission to China, Japan, and Korea.
- **New West Partnership:** In March 2014, Premier Clark met with the Premiers of Alberta and Saskatchewan to advance cooperation and facilitate opportunities for more jobs and greater competitiveness of the regional economy. Of particular significance is a commitment of the three provinces to work together to remove barriers to mobility for apprentices in the skilled trades across western Canada. Premiers also signed a Memorandum of Understanding (MOU) on Open Source Textbooks which will contribute to make higher education more affordable for students in western Canada no matter where they live, i.e. in rural, remote or urban communities. Premiers also released a common vision statement on Asia.
- **Multilateral inter-provincial cooperation:** B.C. played a leadership role in the successful national effort by Premiers to improve the federal government's initial design of the Canada Job Grant. At the July 2013 meeting of the Council of the Federation, Canada's Premiers asked Premier Clark, along with the Premier of New Brunswick, to take the lead on the issues of labour force development and skills training; B.C. and New Brunswick successfully pursued this mandate through the remainder of 2013/14, culminating in the federal-provincial deal on skills funding announced on February 28, 2014 and the subsequent signature of bilateral skills funding agreements in B.C. and other provinces. IGRS provided policy advice to assist the Premier in her activity at the Council of the Federation and at the Western Premiers' Conference, on this and other issues.
- **Technology:** B.C. actively engaged the federal and other governments through the use of telepresence technology. Areas of engagement included advancing B.C.'s domestic and international trade interests, engaging foreign governments on approaches to Asia, and other intergovernmental priorities. IGRS also used telepresence extensively to manage cross-government coordination of B.C.'s intergovernmental priorities.
- **LNG:** B.C. has built a receptive federal audience on LNG and has developed an LNG intergovernmental engagement approach. In October 2013, IGRS supported the Premier's mission to Washington, D.C. to advance B.C. priorities on LNG, climate action, and Columbia River Treaty. Thanks to B.C.'s relationship with the federal government, the federal Natural Resource Minister promoted Canada's and B.C.'s emerging LNG opportunities in South Korea (October 2013) and India (January 2014).
- **Advocacy with other jurisdictions:** In October 2013, IGRS supported the Premier and the West Coast U.S. Governors as part of the Pacific Coast Collaborative in reaching an agreement on a Pacific Coast Action Plan on Climate and Energy to advance and coordinate shared priorities. This included commitments by Washington State and Oregon to put a price on carbon, as the Province and California have already done. In February 2014, IGRS supported the Premier's mission to California to address state legislators and senators on clean energy and B.C.'s LNG industry as a step in the battle against climate change. In March 2014, IGRS supported the Premier in her mission to Ottawa where a first-in-Canada

Intergovernmental MOU on a Strong Economy was concluded. This agreement commits B.C. and the federal government to work collaboratively with resource industry employers and unions, communities (including First Nations communities), the education and training sector, and other domestic and international partners to develop the workforce that the resource industry and LNG sector needs in the coming years to 2020.

- **Border management, transportation and infrastructure:** B.C. and Washington State continued working together to implement a series of agreements flowing from joint Cabinet meetings. These agreements contributed to strengthening cross-border partnerships, attracting investment, and creating new jobs. B.C. also worked with Washington and the PNWER to support and expedite federal commitments under the United States-Canada *Beyond the Border Action Plan* to make the region more globally competitive while ensuring borders are safe and secure.
- **Francophone Affairs:** The first year of the *Canada-British Columbia Official Languages Agreement on French Language Services 2013-2014-2017-2018* was successfully implemented.
- **Engagement with consular corps and diplomatic corps:** Priorities of the B.C. Jobs Plan in LNG, mining, trade and investment and agriculture, were advanced by:
 - Engaging consular and diplomatic corps representing 43 countries in the 2013 Consular Corps Technical Briefing;
 - Coordinating the involvement of 33 members (17 countries) of the Consular Corps of B.C. in the Lieutenant Governor's Awards for Excellence in British Columbia Wines; and,
 - Responding to 127 international visit enquiries and delivered 117 visits directly.
- **Supporting citizen engagement:**
 - Order of British Columbia: received, processed, and submitted 205 nominations for the OBC Advisory Council to review and evaluate in 2014, and 196 nominations in 2013. 2014 marks the 25th anniversary of the Order.
 - Use of "B.C." or "British Columbia" in a name: Reviewed 279 applications, approving 210 and rejecting 69 in 2013. So far in 2014, 97 applications have been approved and 23 rejected.
 - Congratulatory messages from the Government to British Columbians: received and processed 1,675 birthday greetings and 927 anniversary greetings for official congratulatory messages to B.C. residents celebrating significant milestones in their lives.

Report on Resources: Summary Table

Core Business Areas	13/14 Estimated	Other Authorizations ¹	Total Estimated	Actual	Variance
Operating Expenses (\$000)					
Intergovernmental Relations Secretariat	2,456	0,000	2,456	2,316	(140)
Executive and Support Services	6,552	0,000	6,552	6,163	(389)
Sub Total -Operating Expenses	9,008	0,000	9,008	8,479	(529)
Adjustment of Prior Year Accrual ²	0,000	0,000	0,000	(3)	(3)
Total	9,008	0,000	9,008	8,476	(532)
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Executive and Support Services	1	0,000	1	0,000	(1)
Total	1	0,000	1	0,000	(1)
Capital Plan (\$000)					
By Core Business (and Purpose)	0,000	0,000	0,000	0,000	0,000
Total	0,000	0,000	0,000	0,000	0,000
Other Financing Transactions (\$000)					
By Core Business (and Purpose)	0,000	0,000	0,000	0,000	0,000
Receipts	0,000	0,000	0,000	0,000	0,000
Disbursements	0,000	0,000	0,000	0,000	0,000
Net Cash Source (Requirements)	0,000	0,000	0,000	0,000	0,000
Total Receipts	0,000	0,000	0,000	0,000	0,000
Total Disbursements	0,000	0,000	0,000	0,000	0,000
Total Net Cash Source (Requirements)	0,000	0,000	0,000	0,000	0,000

¹ "Other Authorizations" include Supplementary Estimates, Statutory Appropriations and Contingencies. Amounts in this column are not related to the "estimated amount" under sections 5(1) and 6(1) of the *Balanced Budget and Ministerial Accountability Act* for ministerial accountability for operating expenses under the Act.

² The Adjustment of Prior Year Accrual of \$3 K is a reversal of accruals in the previous year.

Annual Service Plan Report Appendices

Appendix A: Contact Information

Office of the Premier

PO BOX 9041 STN PROV GOVT
Victoria, B.C. V8W 9E1
Telephone: 250 387-1715

Cabinet Operations

PO BOX 9487 STN PROV GOVT
Victoria, B.C. V8W 9W6
Telephone: 250 356-6187

Intergovernmental Relations Secretariat

PO BOX 9433 STN PROV GOVT
Victoria, B.C. V8W 9V3
Telephone: 250 387-0783

Appendix B: Hyperlinks to Additional Information

Office of the Premier: www.gov.bc.ca/premier/index.html